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**First Semester MBA. Degree Examination, December 2011**  
**Management and Behavioural Processes**

Time: 3 hrs.

Max. Marks:100

**Note: 1. Answer any FOUR questions from Q.No.1 to Q.No.7.**  
**2. Q.No. 8 is compulsory.**

- 1
  - a. What is 'stress'? (03 Marks)
  - b. Briefly explain the various barriers to communication. (07 Marks)
  - c. Discuss in detail the pros & cons of entering the management profession. (10 Marks)
- 2
  - a. Mention some of the symptoms of inadequate control. (03 Marks)
  - b. Briefly explain the relationship between planning and controlling. (07 Marks)
  - c. Explain in detail, the steps involved in the planning process. (10 Marks)
- 3
  - a. What are the traits associated with leadership? (03 Marks)
  - b. What is meant by a control system? Briefly explain the characteristics of an effective control system. (07 Marks)
  - c. Differentiate between centralization and decentralization. Mention the factors influencing them. What are their advantages? (10 Marks)
- 4
  - a. Write short notes on : i) Chain of command and ii) Span of control. (03 Marks)
  - b. Briefly explain the important functions of management. (07 Marks)
  - c. Explain in detail the 'managerial grid', with a neat diagram. (10 Marks)
- 5
  - a. What are the three components of a managerial role? (03 Marks)
  - b. Explain briefly the various stages of group formation. (07 Marks)
  - c. 'Possession of certain values is positively and significantly related to successful career progression in a progressive organisation'. -Do you agree or disagree? Justify your answer. (10 Marks)
- 6
  - a. What is contingency planning? (03 Marks)
  - b. What is 'perception'? Discuss the factors influencing perception. (07 Marks)
  - c. Discuss in detail, the advantages of conflicts. What are the differences between functional and dysfunctional conflicts? (10 Marks)
- 7
  - a. Mention any four challenges of OB. (03 Marks)
  - b. What is MBO? Briefly explain the basic steps in the MBO process. (07 Marks)
  - c. Explain in detail, with a neat sketch, the steps involved in the controlling process. (10 Marks)

**8 CASE STUDY :**

Akash is the supervisor of a busy clerical section set up in ABC bank, six months ago. He has six clerks under his supervision ; one senior clerk and five juniors. Each junior clerk has different regular tasks to perform, all of which interlink and each of which is understood by the senior clerk. He covers for them occasionally and is competent in every job , although he lacks sufficient experience and knowledge to tackle more complex technical matters.

Akash, on the other hand, can not only do all the clerical jobs in the section, but he also takes sole responsibility for more complicated work. He supervises the output of all the staff very closely, so closely, that they joke about it to the senior clerk and complain to each other about Akash's constant attention. This leads to resentment on the part of the senior clerk, who feels that his authority is constantly undermined.

As a rule, all the clerks complete their day's work between 4.30 pm and 5.00 pm. However, Akash, on the other hand, rarely finishes his work before 6.30 pm and also has little time for lunch, because he is so busy checking the work of his subordinates as well as completing his own.

Recently, the section had a bad work, when Akash was off work due to illness. The senior clerk had never had a chance to deputise for Akash and therefore was simply unable to handle Akash's more difficult work. Because of Akash's normal methods of operation, the senior clerk had no experience of effectively supervising the activities of the section. On several occasions the manager had to step into solve time consuming problems, some of the which infact could not be solved at all without the presence of Akash.

On his return to his work, Akash was told by the manager in no uncertain terms of the damage caused by the inefficiency and disorganization of his section. His poor performance as a supervisor meant that his section ran very badly in his absence. Akash's reaction was one of shock and dismay. He felt that he had worked hard, put in extra effort, was unaware of the quality of his section's work and concerned to save his staff excessive effort. In his distress, however, he assured his manager that such a situation would never arise again.

**Questions :**

- a. Identify the problems in this case.
- b. What, if you were Akash's manager, would you do to help Akash?
- c. What would you do, if you were the senior clerk?
- d. As Akash, what would be your course of action to ensure that such situations never arise?

(20 Marks)

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